COUNCIL OF ONTARIO UNIVERSITIES
CONSEIL DES UNIVERSITÉS DE L'ONTARIO

RECORD

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Meet the members of Council for 2001-2002

The surge in enrolment has begun

Growth in 2001-2002 far exceeds earlier projections

The surge in enrolment has begun, and the numbers are exceeding earlier growth projections. With enrolment growth in 2001-2002 approximately double previous forecasts, universities are seeking reassurance that government will provide its full share of funding for all new students, regardless of their increasing numbers. "Looking at the current picture, and knowing that preliminary application statistics for next year suggest that growth will once again exceed projections, we need to be ready to respond," says Mordechai Rozanski, Chair of Council and President of the University of Guelph.

The increases are good news because they mean that more Ontarians than anticipated will have the high level of education so valuable to our economy. But they also signal a pressing need for immediate action. Universities must be in a position to provide credible responses to the growing number of questions concerning the adequacy of their plans and the quality of education that will be available to these students.

To provide the positive response that students and parents are demanding, Ontario universities must be certain that:

1. The government's full funding commitment (spring 2001) will apply to *all* enrolled students, despite the fact that their numbers are surpassing earlier joint projections by the government and universities.
2. The funding will take increased costs into account. The current commitment does not support the unavoidable increases to basic university operating costs. The impact of this is significant; for example, the additional funding provided for 6,000 newly enrolled students will be cancelled out by increases in energy costs.

When these assurances are given, the universities will be able to revisit their plans from a realistic vantage point, and then return their focus to the remaining priorities: **ensuring quality, addressing funding inequities**, and **renewing physical facilities**.

The Council of Ontario Universities (COU) has examined these three issues in its recently released brief, *Access to Excellence: A Progress Report from Ontario Universities*. The 15 page brief evaluates the headway made through joint government/university efforts over the past three years to prepare for the enrolment surge. While showing that many important steps have been taken to increase enrolment capacity, it cautions that much more must be done to ensure that "access to university" remains synonymous with "access to excellence."

Government initiatives since 1999 have aimed to ensure that every qualified, motivated student in the province will be able to find a place at an Ontario university.

Significant strides have been made since 1999 to ensure that all qualified Ontario students seeking admission to an Ontario university will be assured of a space. Among the most notable is the provincial government's historic SuperBuild program. SuperBuild represents the largest capital investment in Ontario's postsecondary sector in more than 30 years, providing over $800 million to help colleges and universities create more classroom/lab space to accommodate greater numbers of students.

The government has responded to the access challenge in other important ways. The Ontario Budget 2000 expanded the SuperBuild program and provided much needed new investment in research and student assistance. In 2001, the province made a multi-year funding commitment to increase college and university operating grants in direct proportion to projected enrolment growth. An estimated $293 million has been allocated for this purpose, with $217.8 million earmarked for the universities. In the same year, the government provided $100 million to help postsecondary institutions address maintenance backlogs.

When combined with a reassurance of full funding for all new students, and adjustments for increased costs, initiatives such as these will give universities "the basic enablers to deliver on the access part of the access to excellence goal," says Dr. Rozanski. "The next level of challenge is to make sure that students will continue to gain access to a truly effective learning environment."

Students, parents, and the Ontario public are very clear about how they define and measure educational quality.

What defines "a truly effective learning environment?" Extensive research shows that certain educational experiences are viewed as "effective" by virtually all university stakeholders and can be considered as benchmarks. They include sufficient numbers of highly qualified faculty, support staff, and administrative personnel; classrooms, labs, and libraries that are equipped with up to date resources — well maintained campus spaces — a full range of programs and courses from which to choose; and opportunities to interact with and work alongside professors and leading researchers.

These benchmarks are reflected in the findings of a recent COU commissioned survey by EKOS Research Associates which polled Ontarians province wide for their perceptions of what constitutes quality in university education. They also inform the questions that parents and students are posing with increasing regularity as we approach 2003, the double cohort year.

Yet for these measures of effectiveness, the quality of our students' educational experience is imperilously at risk, despite the government's significant investments and multi-year commitment to start full funding for every newly enrolled student. Ontarians need to know why this is so, and what we can and must do to maintain their trust and confidence in Ontario universities.

More needs to be done to ensure that quality is not compromised as student populations grow. Educational effectiveness is at risk.

FACT: Ontario universities continue to be stretched to the limit by the carry forward effects of the funding constraints of the 1980s, which saw operating grants decline while base operating costs escalated — inevitably, given the rising cost of essential acquisitions such as library holdings, lab equipment, and information technology. The universities lost considerable ground during this period which they have yet to recover, and which adversely affects their ability to plan for enrolment growth.

FACT: Currently, Ontario universities spend an average of $13,200 per full time student per year on activities and services designed to provide the best possible learning environment with the funds available. Over the past decade, total provincial funding has decreased from $7,391 to $6,313 on a per student basis in current dollar terms — a 15 percent reduction. After adjusting for a decade of inflation, the provincial funding per student has actually decreased by 30 percent in real terms.

FACT: In the absence of provisions for further operating grant increases, the purchasing power of the govern-

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sector's significant multi-year commitment to full average funding is all but reduced to almost 30 percent.

FACT: As a consequence of funding restraints, provincial grants have not been provided for almost 6 percent of the full-time students enrolled in Ontario universities. (University enrolments in the province currently stand at approximately 320,000 full- and part-time students.) This grant inequity has affected more than half of Ontario's universities. The result is a system-wide base funding shortfall of nearly $300 million.

FACT: Current estimates of deferred maintenance in Ontario universities run as high as $1.7 billion.

FACT: Public investment in higher education lags behind its investment in other jurisdictions.

Ontario universities are committed to protecting quality through fiscal prudence, administrative efficiencies, partnerships, and innovation.

Over the past decade, Ontario universities have taken major steps to cut costs while striving to preserve quality. They have reduced personnel and introduced administrative efficiencies locally and system-wide. In 2001 their efficiency, resourcefulness, and fiscal responsibility were applauded by the government-appointed Investing in Students Task Force.

For university schools and departments throughout the province, securing external partnerships and new revenue sources is now standard operating practice. Ten years ago, government grants accounted for approximately 75 per cent of university revenue; today, the figure stands closer to 55 percent. In 2000-2001 alone, universities raised an estimated $420 million through partnerships with industry, foundations, and non-government organizations to fill funding gaps — a 165 percent increase in fundraising activity since 1989-1990.

Despite these initiatives and those of government, most Ontario universities have been forced to undertake yet further cost-cutting measures this year, on top of cutbacks and retrenchments implemented during the last 10 years.

Further public investment is needed to ensure that quality does not deteriorate as student numbers swell.

The government and universities of Ontario have made significant strides in preparing for the double cohort and the overall increase in student demand. The building blocks are firmly in place, but further investment is needed to ensure that universities can afford to develop the infrastructure of human and physical resources that will create an effective learning environment for ever-growing numbers of students. **Achieving this goal will require a further investment in the order of $100 million per year, allocated toward expenditures that directly support learning effectiveness.** Such expenditures would include hiring faculty, purchasing print and electronic library materials, updating and maintaining information technology (IT) and laboratory infrastructures, and recruiting qualified staff for essential services ranging from academic counselling to IT support.

Council envisages an allocation plan that would see funding increased each year and distributed in a manner that would eliminate, over time, existing inequities in the funding of students. Each university would report annually on how it invested these funds and the learning benefits achieved.

More investment is also needed to address the growing problem of deferred maintenance. With deferred maintenance costs at Ontario universities running as high as $1.7 billion, an annual infusion of $240 million is needed simply to prevent further deterioration of the existing physical fabric. Good progress could be made if the existing Facilities Renewal Fund were increased from $26.7 million to $100 million annually, as soon as fiscally possible.

While present day economic conditions present a challenge, it is important to maintain a focus on the future. The Ontario university sector is a major contributor to economic growth and job creation in the province, directly or indirectly sustaining more than 375,000 jobs. Ontario's annual investment in its universities is repaid annually *in full* by the productivity of its university graduates, who achieve the highest employment rates across the entire postsecondary sector, with incomes that continue to grow with level of education attained. All Ontarians benefit from a well-educated workforce; indeed, there is no high-performing jurisdiction in North America that is not fuelled by an excellent higher education system.

An investment in the quality of learning experience that students receive at Ontario universities is an investment in the future economic well-being of the province and its people. Students will expect it; parents will demand it; and working together, Ontario universities and government must deliver it.

Ontario universities integral to the future of health care

Ontario schools of medicine, nursing, and other health science disciplines are expanding to ensure that Ontario's health care system has the right mix and number of professionals to meet the needs of a growing and aging population and provide better access to health care across the province, including rural, northern, and underserviced communities.

Ontario faculties of medicine are committed to playing a key role in improving the supply, mix, and distribution of doctors throughout the province. On May 17, 2001, the province announced its intention to expand enrolments in Ontario's five medical schools, create a new medical school in the north, and increase postgraduate training positions in northern and rural communities.

Ontario's medical schools increased their intake by 40 students last year. Over the course of this year and next, they will create an additional 120 positions, raising the size of the incoming class to 692 students, up from 532 in 1999. All told, this will represent a 30 percent increase in medical school enrolments within the space of three years.

Ontario's Deans of Medicine agree that graduating larger numbers of physicians is crucial to meeting future health needs and have welcomed the government's initiative as a key strategy in addressing Ontario's future physician human resource requirements.

In another initiative to expand Ontario's health care resources, the province will soon have a new medical school. Located at Laurentian University in Sudbury, with a clinical education campus at Lakehead University in Thunder Bay, the school will train more new doctors and help alleviate Northern Ontario's chronic doctor shortage by encouraging graduates to remain in the north as practitioners. The latest in computer-mediated and e-learning will make the program accessible to distance students throughout the region.

The announcements came in response to recommendations made by the Expert Panel on Health Professional Human Resources in its January 2001 report, *Shaping Ontario's Physician Workforce*. Chaired by McMaster President Peter George, the 18-member panel and its working groups brought together wide-ranging expertise and perspectives from urban, rural, and northern communities to develop a strategic, systems-wide approach to health workforce planning.

In response to the challenge of a severe nursing shortage in the province, **Ontario schools of nursing** are working to ensure that there is a steady flow of new RNs into the health care stream after 2005, when a university degree (BScN) will become the requirement for entry to practice. The Canadian Nurses Association has reported that Canada will experience an estimated shortfall of 59,000 to 231,000 RNs by 2011.

University nursing schools province-wide have teamed up with one or more local community colleges to offer collaborative nursing programs leading to the BScN credential. The province has provided $47 million in transitional funding for these programs. Collaborative programs have been developed by **Brock**/Loyalist, **Lakehead**/Confederation, **Laurentian**/Boreal (French program), **Laurentian**/Northern, Cambrian, Sault (English program), **McMaster**/Mohawk, Conestoga, **Nipissing**/Canadore, **Ottawa**/Algonquin (English program), **Ottawa**/Le Cite (French program), **Queen's**/St. Lawrence, **Ryerson**/Centennial, George Brown, **Trent**/Sir Sandford Fleming, **Western**/Fanshawe, **Windsor**/St. Clair, Lambton, and **York**/Durham, Georgian, Seneca. (A cross-provincial program has been developed between Humber College and the University of New Brunswick.) Most programs were up and running for September 2001. Approximately 2,030 students have been admitted into collaborative BScN programs this year, and a further 400 are enrolled in compressed BScN or second-entry degree programs.

The Council of Ontario University Programs in Nursing (COUPN) was awarded $1.5 million in funding by Health Canada in 2001 to develop **continuing education opportunities for nurse practitioners** who provide primary care in rural and remote areas in Ontario. The project will include aboriginal consultation to ensure that the content addresses the health concerns of aboriginal communities in a culturally appropriate manner. This project will help build nursing networks in underserviced communities and could provide a model for nurses in other jurisdictions across Canada.

In its final report to the government, the Expert Panel called for a significant investment in universities to help build the capacity for a sustainable, high-quality provincial health care system that can meet escalating user demand.

University applicants from low-income families on the rise

Applicant pool broadens across all family-income levels

Students from low-income families are applying to Ontario universities in increasing numbers, according to a recent COU-commissioned study completed by Acumen Research Group Inc.

Findings of the University Applicant Income Study, which profiles changes in the financial status of Ontario university applicants from 1994 to 2000, show that the number of applicants from the lower end of the income scale has been increasing over the past seven years. Between 1998 and 2001, applications from prospective students with a family income of less than $40k (well below the $50-$60k provincial median) rose from 22 percent to 28 percent of the total university applicant pool, with the steepest increases seen in the past two years.

While the findings only provide data on applications, as opposed to actual enrolments, Ontario universities are encouraged by what appears to be a broadening of income distribution within the applicant pool. It is hoped that further analysis will be conducted in the future.

The increase in applications from lower-income students may be due in part to the effectiveness of new student assistance programs, says COU Chair Mordechai Rozanski. Recent years have seen the introduction of several significant programs such as the Ontario Student Opportunity Trust Fund (OSOTF), the Tuition Reinvestment Set-Aside, Aiming for the Top scholarships, and the Canadian Millennium Scholarship Fund, along with major increases in the number of scholarships, loans, and bursaries awarded by individual universities from funds obtained through private donations and investment income. In 1999-2000 alone, Ontario universities distributed approximately $230 million in students awards, triple the amount disbursed in 1994. A large percentage of these awards incorporate financial need in their eligibility criteria.

"Ontario universities are committed to working toward the removal of financial barriers, and I am pleased to see that we are making progress," says Dr. Rozanski.

Most fundamentally, however, the broadening of the applicant pool demonstrates the universality of demand for degree education in Ontario.

"The numbers are being influenced by the growing recognition that a university education is a sound investment," says Dr. Rozanski. "Ontarians know that incomes grow as higher levels of education are attained. They know that university graduates enjoy the highest employment rates across the entire post-secondary sector. The trend captured in this new report shows a broad understanding among Ontarians at every income level that university education is a key contributor to prosperity in today's highly competitive, knowledge-based economy."

For a copy of the study, visit the COU web site (www.cou.on.ca).

Guiding principles reinforce commitment to equal opportunity for all qualified and motivated students

In order to give guidance to students and to provide reassurance, the Ministry of Training, Colleges and Universities (MTCU) and COU have agreed on the following items of information and guidelines. Over the next weeks this information will be sent to school guidance counsellors and made available to the public as an aid to students in planning their postsecondary careers.

- The universities of Ontario and the provincial government have been working together for the past six years to plan for the double cohort. The universities participated in the validation of the OSS curriculum and are confident that students graduating from the new program are as well prepared as their OAC counterparts for university studies.
- The universities and the government are committed to the principle that, regardless of their program of studies, or when they entered high school, students' chances of gaining admission to university will be the same.
- The government remains committed to ensuring that there will be enough spaces for all willing and qualified applicants and in the May 2001 budget provided for an additional $217.8 million in operating funds by 2003-2004 to finance approximately 31,500 new student places in Ontario's universities. In addition, the government and universities have committed over $1.1 billion in capital investment to increase the physical capacity to handle the increased number of students.
- The government and the universities will continue to monitor the implementation of the new secondary school curriculum. It is important to note that grades are not always the sole determinant of admission to an institution or to a particular program, and universities will exercise judgment in the admission process to ensure that all students are treated fairly.

Investment in education generates high returns

Today, some 320,000 full- and part-time students are investing their intellect, energy, and enthusiasm in a university education in Ontario. The province's annual investment in their education through university operating grants, scholarships, and financial aid, is approximately $2.1 billion. Who will reap the benefits of this allocation of public funds?

Everyone, according to an economic impact study by Enterprise Canada, which reports that universities generate one of the highest rates of return on investment of any major sector.

Findings show that Ontario universities and their graduates pay back more than $3.2 billion in provincial taxes and other revenue each year, stimulate more than $10 billion in provincial economic activity, and directly or indirectly sustain more than 375,000 Ontario jobs — double that of the health/social services sector and almost twice as high as the business/computer services sector. At least three-quarters of these jobs are outside the university sector itself.

University research and development activities are a magnet for attracting investment capital to Ontario. Conservative estimates show that the commercial impact of university research was $38.8 million in 1998, and that 2,400 jobs were sustained by this activity. There are some 136 companies currently operating in Ontario as a result of direct university linkages.

Beyond question, today's students will derive a personal economic benefit from public investment in their education. University graduates enjoy the highest employment rates in the population (currently, graduates two years out are posting employment rates of 97.2%). Their average income exceeds the average of those with lower levels of educational attainment. But they repay the province in full for these advantages. Data for 1998 show that university graduates added $2.1 billion more than high school graduates in tax contributions to provincial coffers. This additional contribution over a single year equals the amount of public investment in Ontario universities in the same year. And because of their higher income, tax, and spending levels, their contribution to job creation in the province exceeds the contributions of those with lower levels of educational attainment.

Clearly, the returns on our shared investment in Ontario universities strengthen us all.

For a copy of *The Economic Impact of Ontario Universities* (published as a full report and in *Highlights* summary form), visit the COU web site (www.cou.on.ca).

Study reviews past enrolment patterns, aids in forecasting future demand

As universities prepare for a second surge in enrolment during this decade, they are also attempting to gauge how demand patterns will evolve over the longer term. A new study of enrolment patterns in the Ontario university sector from 1963 to 2000 provides a useful predictive base for anticipating future demands and monitoring the universities' capacity to respond.

Released in September 2001, the *Enrolment Review: Report of the Committee on Enrolment Statistics Projections and Analysis* identifies factors that appear to have influenced enrolment patterns over the past 37 years. Enrolment patterns are examined historically, as well as from more detailed perspectives to track changes in the student demographic (gender, age, and geographic sources) as well as shifts in demand for full-time/part-time studies, undergraduate/graduate studies, and particular program areas.

Findings indicate that, while demographic change and rising participation rates have been important factors in influencing overall enrolment growth in Ontario universities since 1963, changes in government policy have also had a significant impact on enrolment levels. The report concludes that all these factors will continue to influence the demand for places in Ontario universities in the future, and recommends an ongoing collaboration with the Ministry of Training, Colleges, and Universities to monitor their impact.

In particular, findings suggest that government policy — including the level of operating grants, the funding formula, capital funding, and policies on tuition fees and student aid — will have an important steering effect on the universities' capacity to expand their enrolments. The province's recent commitment to the university sector of an additional $217.8 million by 2003-2004, specifically to fund enrolment growth, is one example of how policy initiatives affect supply and demand patterns in the university sector.

For a copy of the study, visit the COU web site (www.cou.on.ca).

2001 OPAS Visionary Seminar draws record numbers

L to R: David Johnston, President of the University of Waterloo; Dr. Ian Clark, President of COU; Dr. Mike Lazaridis, President and co-CEO, Research in Motion; Terry Mosey, President of Bell Ontario; and Dr. Norm Shulman, Executive Director of OPAS

The Office for Partnerships for Advanced Skills (OPAS) presented its fifth Visionary Seminar on November 7, 2001. This year's luminaire was Mike Lazaridis, founder and co-CEO of Research in Motion.

Sponsored by Bell Canada, the seminar was the largest and most successful to date, involving 23 universities and colleges in Ontario, Alberta, and British Columbia. Many participating institutions doubled their attendance levels over last year, and all told some 2,500 students, faculty, business leaders, and federal and provincial government officials took part in the event, which was broadcast from the University of Waterloo by satellite to other university campuses. A replay of the event, captured by live webcast, can be viewed at the OPAS web site.

In his address, Dr. Lazaridis called on Canadians to share his passionate commitment to quality education. "It is important for the culture of our country to be in pursuit of excellence in education," he said. "We must have faith that, if we get that one thing right, everything else will fall into place."

Terry Mosey, President of Bell Ontario and an OPAS board member, presented the 2001 OPAS Visionary Award to Dr. Lazaridis. OPAS presents the Visionary Seminar series as another opportunity for universities to forge stronger alliances with business and the local community.

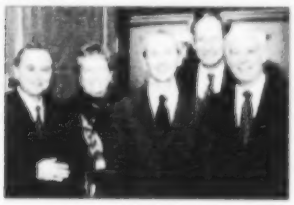
FALL 2001 COUNCIL UPDATES

SuperBuild Celebrated at Reception for Members of Government Caucus

Executive heads of Ontario universities welcomed members of the Government Caucus, including Minister of Training, Colleges and Universities Dianne Cunningham, and their associates at an evening reception in early December.

The gathering presented a welcome opportunity for all to celebrate SuperBuild. Forming the backdrop to the event was a series of artists' renderings of SuperBuild projects at Ontario universities. Throughout the evening, a rolling PowerPoint presentation featured an array of images related to SuperBuild achievements, including pictures of groundbreaking ceremonies and construction sites, dozens of newspaper and magazine clippings covering the progress of SuperBuild on university campuses across the province, and renderings of buildings.

Executive Heads Say Farewell to Former Assistant Deputy Minister David Trick



L to R: Pictured with David Trick (centre) at his farewell reception are Mordechai Rozanski, Chair of COU and President of the University of Guelph; Bonnie Patterson, President, Trent University; Ian Clark, President of COU; and Paul Davenport, Past Chair of COU and President of The University of Western Ontario.

Executive heads of Ontario universities gathered to bid farewell to David Trick, former Assistant Deputy Minister (ADM) of Training, Colleges and Universities, at a reception held in his honour on October 11, 2001. COU President Ian Clark spoke appreciatively of Mr. Trick's service achievements, while COU Chair Mordechai Rozanski noted that, although the landscape of postsecondary education changed dramatically during his six years as ADM, Mr. Trick managed to forge a significant link in the productive working relationship that developed between COU and the Ministry. Mr. Trick has assumed the position of Vice-Provost, Administration, for the University of Guelph/Humber.

Appointment of New ADM to Training, Colleges and Universities

The Ministry of Training, Colleges and Universities announced the appointment of Jessica Hill to the position of Assistant Deputy Minister (ADM) of Postsecondary Education, effective January 7, 2002. Ms. Hill comes to her new post with wide experience in leading large, complex policy and operational initiatives. Over the past four and a half years, she has held ADM positions at the Ministry of Community and Social Services, initially as ADM of Integrated Services for Children and, more recently, as ADM of Program Management. During the previous 12 years she held several positions in the Ministry of Health, including ADM of Mental Health Programs and Services. COU looks forward to working with Ms. Hill during the coming months.

Equity Survey of University Applicants Now Completed

The Committee on the Status of Women in Ontario Universities and the Committee on Employment and Educational Equity have developed a survey that will provide information on the representation of First Peoples, members of visible minority groups, people with disabilities, and women in the university applicant pool. In August 2001, the Ontario Universities' Application Centre distributed the survey to 96,240 Ontario university applicants. Initial results were reviewed by both committees at their November meeting, and final results are expected in the near future.

Minister Attends Executive Heads' Roundtable

Minister of Training, Colleges and Universities Dianne Cunningham attended the afternoon session of the first executive heads' roundtable of the 2001-2002 academic season, as part of a series of ongoing exchanges between the universities and the Ministry to ensure continued collaboration on issues that affect postsecondary education in Ontario. The session was held on October 11, 2001.

RECORD

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Head, Department of Psychology

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ASSOCIATE MEMBER
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President and
Vice Chancellor

Carleton University
Dr. Richard Van Loon
President and
Vice Chancellor

University of Guelph
Dr. Mordechai Rozanski
President and
Vice Chancellor

Lakehead University
Dr. Frederick Gilbert
President and
Vice Chancellor

Laurentian University
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McMaster University
Dr. Peter George
President and
Vice Chancellor

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Royal Military College
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Council of Ontario Universities
Dr. Ian Clark
President and CEO

Listing of Committees Associated with the Council of Ontario Universities (COU)

The following is a list of standing committees and their members who help make it possible for the Council of Ontario Universities to achieve its objectives.

STANDING COMMITTEES

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President
University of Guelph

Past Chair
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President
The University of Western Ontario

Members
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President
Carleton University

Dr. David Marshall
President
Nipissing University

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Director, Institute of Canadian Studies
University of Ottawa

Dr. William Leggett
Principal
Queen's University

Dr. Robert Birgeneau
President
University of Toronto

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Department of Psychology
Trent University

Dr. Ross Paul (*ex officio*)
President
University of Windsor

Dr. Lorna Marsden (*ex officio*)
President
York University

Dr. Ian Clark (*ex officio*)
President, COU

Secretariat
Ms. Sue West
Secretary to Council

Standing Committee on Government and Community Relations

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President
University of Windsor

Members
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Department of Chemical Engineering
Lakehead University

Dr. Huguette Blanco
Director, School of Commerce and Administration
Laurentian University

Dr. Peter George
President
McMaster University

Dr. William Leggett
Principal
Queen's University

Dr. Claude Lajeunesse
President
Ryerson University

Dr. Robert Birgeneau
President
University of Toronto

Dr. Mordechai Rozanski (*ex officio*)
President
University of Guelph

Dr. Ian Clark (*ex officio*)
President, COU

Secretariat
Ms. Amice Cadieux
Executive Director
Public Affairs

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Vice-President
Policy and Analysis

Standing Committee on Planning, Research and Institutional Equity

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Prof. Bonnie M. Patterson
President
Trent University

Members
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Department of Sociology and Anthropology
Carleton University

Dr. Maureen Mancuso
Associate Vice-President Academic
University of Guelph

Mr. Dan Pletzer
Manager, Student Counselling and Special Needs Services
Nipissing University

Ms. Mary Margaret Dauphinee
University Advisor on Equity
Queen's University

Dr. Janet Lum
Politics and Public Administration
Ryerson University

Mr. Kelvin Andrews
Race Relations and Anti-Racism Initiatives Officer
University of Toronto

Ms. Gill Teiman
Special Assistant to the President (Equity)
York University

Secretariat
Ms. Paddy Buckley
Research Analyst

Standing Committee on Planning, Research and Institutional Equity

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